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ABSTRACT

The mission of Anchorage Community College is to reach out to the community to identify needs and anticipate trends so that, in cooperation with other agencies, it can enable the growth of individuals and the strengthening of the community by providing flexible, supportive, visible, and accessible comprehensive life-long learning opportunities. This document outlines the beliefs and goals of the college as they pertain to its various roles. Goals related to the college as a learning center focus on relations with and understanding of the community. Those related to its function as an agency for personal development concern the identification and fulfillment of the needs of the community and the students. As a career development agency, the college intends to gather and analyze data to assess employment demands, trends, and technological changes. In its role as a partner with many agencies responding to educational needs, the goals of the college are to develop and maintain cooperative relationships with other local agencies. Objectives related to the college as a community member focus on maintaining complete data on the whole community and providing flexible community services. Goals are also stated for the college as a social and a cultural center, and finally as an economic agency. (MB)

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ED168609

MASTER PLAN 78

EDUCATION TO MATCH OUR MOUNTAINS...

AND OUR PEOPLE!

Anchorage Community College

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Mission, Philosophy, and Goals

For Anchorage Community College

JC 780 554

ANCHORAGE COMMUNITY COLLEGE
of the UNIVERSITY of ALASKA

2533 PROVIDENCE AVENUE
ANCHORAGE, ALASKA 99504
TELEPHONE 279-6622

TO: Charrette I Participants, faculty, staff, students and administrators

FROM: Master Planning Steering Committee

DATE: November 10, 1977

RE: Your reaction to this working draft.

The work of a great many of us went into this first working draft of a master plan document. It is Anchorage Community College's own plan, conceived and written by the college and community members.

It has not undergone the rigors of testing for priorities nor the reconciliation of any conflicting elements. We are asking you to assist in the reconciliation of conflicts and the setting of priorities. Please read and consider carefully for substance, not syntax the material in this document. Give us in writing your suggestions no later than December 9, 1977, so that we can incorporate your thoughts in the improved draft of the final plan.

Send your suggestions in writing to Merle Cannon of Tadlock Associates Inc. (TAI) consultants, in the Master Planning Office of the Short Bldg.

cadr.

MASTER
PLAN 78

MISSION, PHILOSOPHY, AND GOALS FOR ANCHORAGE COMMUNITY COLLEGE

- FIRST DRAFT -

November 4-5, 1977

Master Planning Charrette I

CHARRETTE I PARTICIPANTS

The Charrette I participants included local and state educators; legislators; members of the community and Alaska-at-large representing both special and general interest groups; students, faculty, ACC administrators, and staff. Participants are listed by the Charrette Task Force on which they served or the function they performed.

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PREFACE

This mission and goals report is the first working draft of the master plan being developed by the staff, students, and community of the Anchorage Community College (ACC) with the assistance of Tadlock Associates Inc. (TAI). It is based on work done by the Mission Task Force of the College and by TAI and college staff who are developing the initial data base for the planning effort.

The document was developed in rough form during a two-day, 93 participant, charrette held at the Officer's Club at Elmendorf Air Force Base, November 4 and 5, 1977, under the auspices of the ACC Master Planning Steering Committee. The document was then given a minimal editorial clean-up by the TAI staff and is being distributed to both charrette participants and college staff for their correction and validation.

Following validation of this document, it will be used by ACC task forces which are developing the next level of planning detail for the College. The resulting documents will be the basis for Charrette II in March 1978. At this second charrette, the participants will judge the appropriateness of the directions being proposed. The goal of Charrette II will be assurance by both community and College representatives that the plan is both valid and feasible.

The final version produced by Charrette II and validated by the staff will be presented to the State University system president and the regents for final judgement and adoption in 1978.

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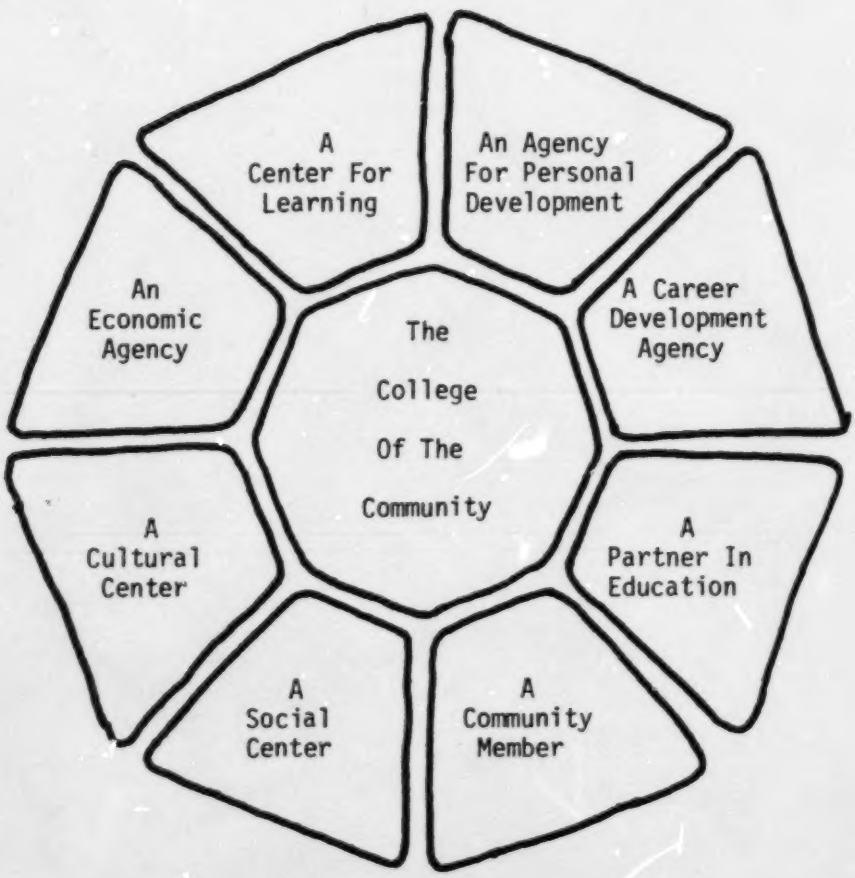
MISSION STATEMENT

The Mission of Anchorage Community College is to reach out to the community to identify needs and anticipate trends so that, in cooperation with other agencies, it can enable the growth of individuals and the strengthening of the community by providing flexible, supportive, visible and accessible comprehensive life long learning opportunities.

ANCHORAGE COMMUNITY COLLEGE

A MOSAIC OF SERVICES & PROGRAMS

To set the future directions for Anchorage Community College, it is helpful to see how the various components complement each other, and are integrated so that the total institution becomes more than the sum of its parts. However, the college continues to develop and grow with the changing needs and demands of the community and this first description of it will need review and change.



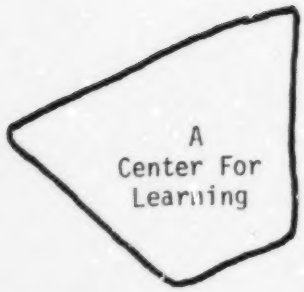
AS THE COLLEGE OF THE COMMUNITY

THIS WE BELIEVE:

That few colleges in the nation have the responsibility and the challenge facing Anchorage Community College. If it is to reflect the spirit of this community, it must be at once --

- pioneering and independent yet reflecting the educational traditions of the Lower Forty-eight.
- self-reliant but cooperative and mutually supportive as the people have found they must be in this sometimes hostile climate.
- adventuresome but with the sense of caution that means survival when the going is tough.
- generous but never wasteful of resources because every operation carries an extra burden of cost.
- cosmopolitan while savoring the traditions of the bush.

If ACC is to fulfill its mission in this unique community, it must be determined to explore and utilize the ultimate which the state of the community college art will allow. And as might be expected of an Alaskan institution, to add to the state of the art as it invents new ways to help its constituents meet the special challenges of the area.



AS A CENTER FOR LEARNING

THIS WE BELIEVE:

That education is a personal process of continual becoming through choices made by individuals.

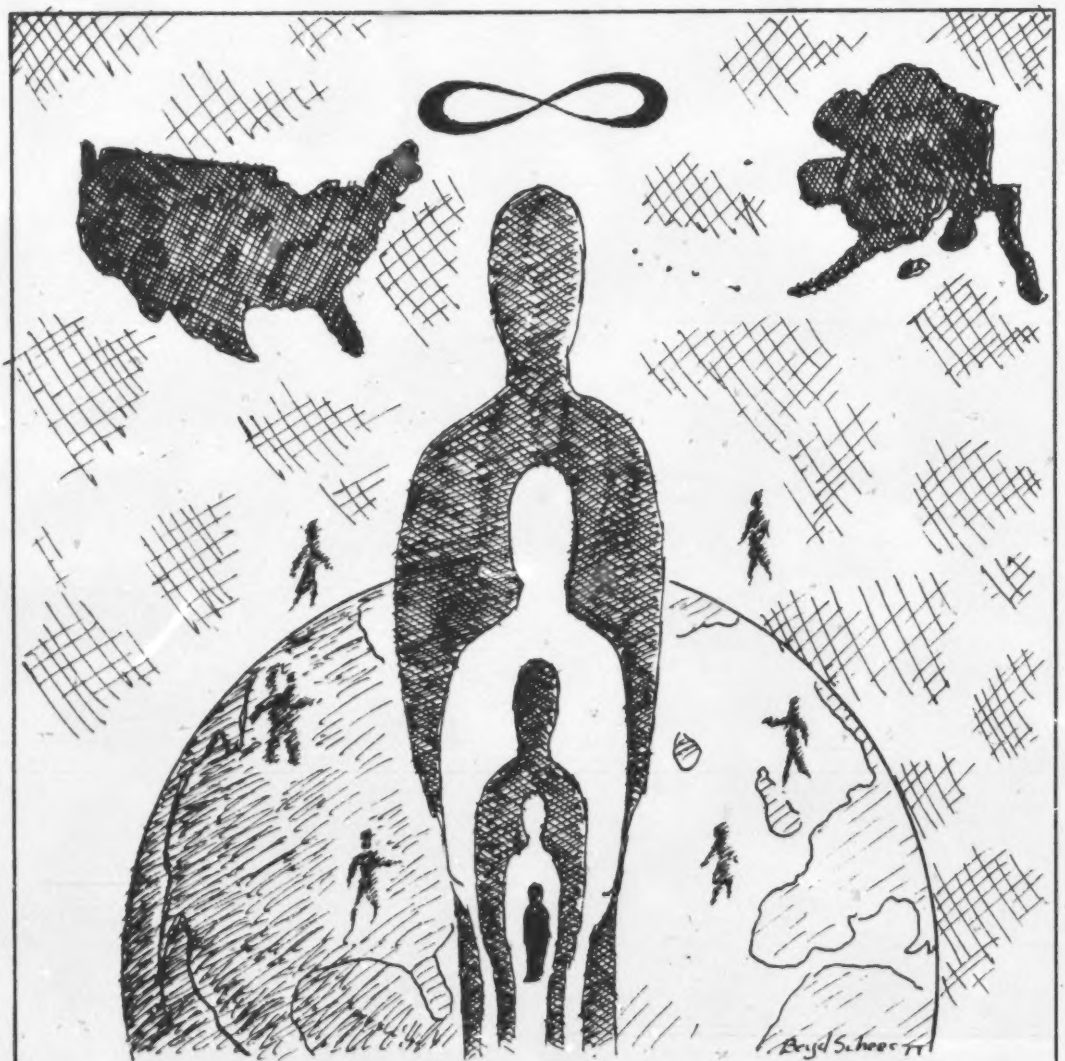
We believe that all people are capable of learning, given the right setting and that ACC should provide the setting for individuals to learn in different ways. The theme of the college should be cooperation rather than competition and it should create a supportive rather than judgmental atmosphere where students and staff alike help students learn. Because we believe education is a never-ending process, we view ACC as a mechanism to bring people together to help themselves and each other.

Adults, who have many commitments, need to learn in a variety of times and places. ACC has the responsibility to provide inexpensive, conveniently located courses on a flexible schedule.

The community provides ACC with the resources to accomplish this mission. Therefore, ACC has the responsibility to provide the community the centers where people train for a job, pursue an academic program, take courses for general interest, upgrade skills, and explore new horizons.

As our community's interests and educational needs are varied and dynamic, ACC must continue offering a wide selection of quality courses, with a staff that updates and modifies the curriculum to meet these needs.

Further we believe that ACC's responsibilities go beyond the geographical confines of this community. ACC is the largest community college in the state and should serve as a resource center for other colleges and learning centers. In some areas ACC will be able to provide direct instruction; in other areas ACC will be able to provide a variety of support services.



EDUCATION AS A
NEVER-ENDING PROCESS

GOALS

Because ACC serves the community, there is the need to inform the community of the programs available through ACC, as well as to identify the needs of the community; therefore,

- ACC will initiate and continually maintain communication and involvement between ACC and the forces of the community.

Because there are diverse and special groups with special needs identifiable within the structure of our community,

- ACC will make a concerted and continuous effort to identify and develop special programs for these members of the community.

Because many people who need educational services also need personal, scholastic, and vocational guidance and counseling,

- ACC will provide a readily available comprehensive guidance and counseling service.

Because all learning experiences depend on adequate, cohesive, and comprehensive materials and because learning is dependent upon an atmosphere conducive to study, ACC needs a learning resources center reflective of the special needs of its students and programs; therefore,

- ACC will establish a resource center which provides basic and special materials, a variety of delivery mechanisms, and an atmosphere conducive to study for the community college student.

AS AN AGENCY FOR PERSONAL DEVELOPMENT

THIS WE BELIEVE:

That individuals have the right to realize their fullest potential for life-long personal development. We further believe that our community college has the responsibility to provide the following avenues for development of the whole person:

Self-Support -- the skills to provide for the physiological needs of food, clothing, and shelter.

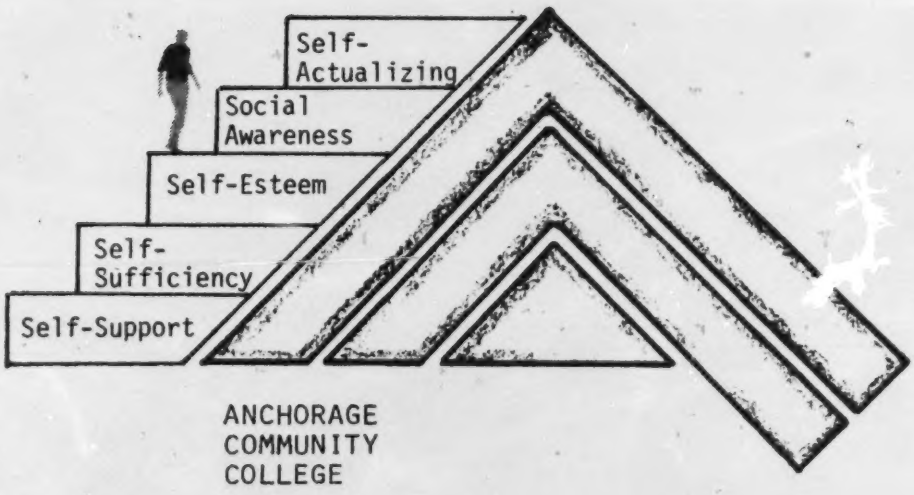
Self-Sufficiency -- the ability to satisfy both physiological and psychological needs.

Self-Esteem -- an inner awareness of one's own worth and potential.

Social Awareness -- a sensitivity to the needs and concerns of others.

Thus, inidividuals can become contributing members of society; and we believe that ACC is responsible for providing this opportunity.

We believe that ACC must provide a life-long, supportive, learning and growth environment which is responsive to the diverse and changing needs of the individuals who make up this community, thereby offering them the opportunity to develop as individuals and to contribute to society.



PERSONAL DEVELOPMENT THROUGH EDUCATION

GOALS

Because the personal development needs of Alaskans may well reflect special needs and interests beyond those common to most people,

- ACC will identify those needs through a variety of means: consultation with other agencies, organization of advisory groups, establishment of an ongoing planning arm with an accurate data base surveying students and non-students, and other methods of analysis.

Because the programs and methods needed to satisfy those needs may also fall outside the traditional patterns,

- ACC will design its programs and delivery systems through joint community and college input into curriculum development. In this process it will analyze and investigate promising programs, methodologies, and delivery systems developed elsewhere in the nation.

Because colleges traditionally have forced the student to adjust to the institution's needs and patterns, many students or would-be students are illy served. Therefore,

- ACC will strive to adapt itself to the student's needs, actively searching for alternative schedules, active open admissions policies, outreach efforts, improved counseling and guidance programs, basic skills programs, and alternative delivery systems directly keyed to the developmental needs of the individual student.

Because education for a changing society, and a mobile population must always be re-evaluated for its effectiveness,

- ACC will search out new and more effective ways of evaluating its results, querying the user, the community, and the staff through a variety of means concerning program effectiveness and the need for change. To facilitate necessary changes, ACC will develop the processes for removing or rendering effective outdated programs and classes and ineffective staff.

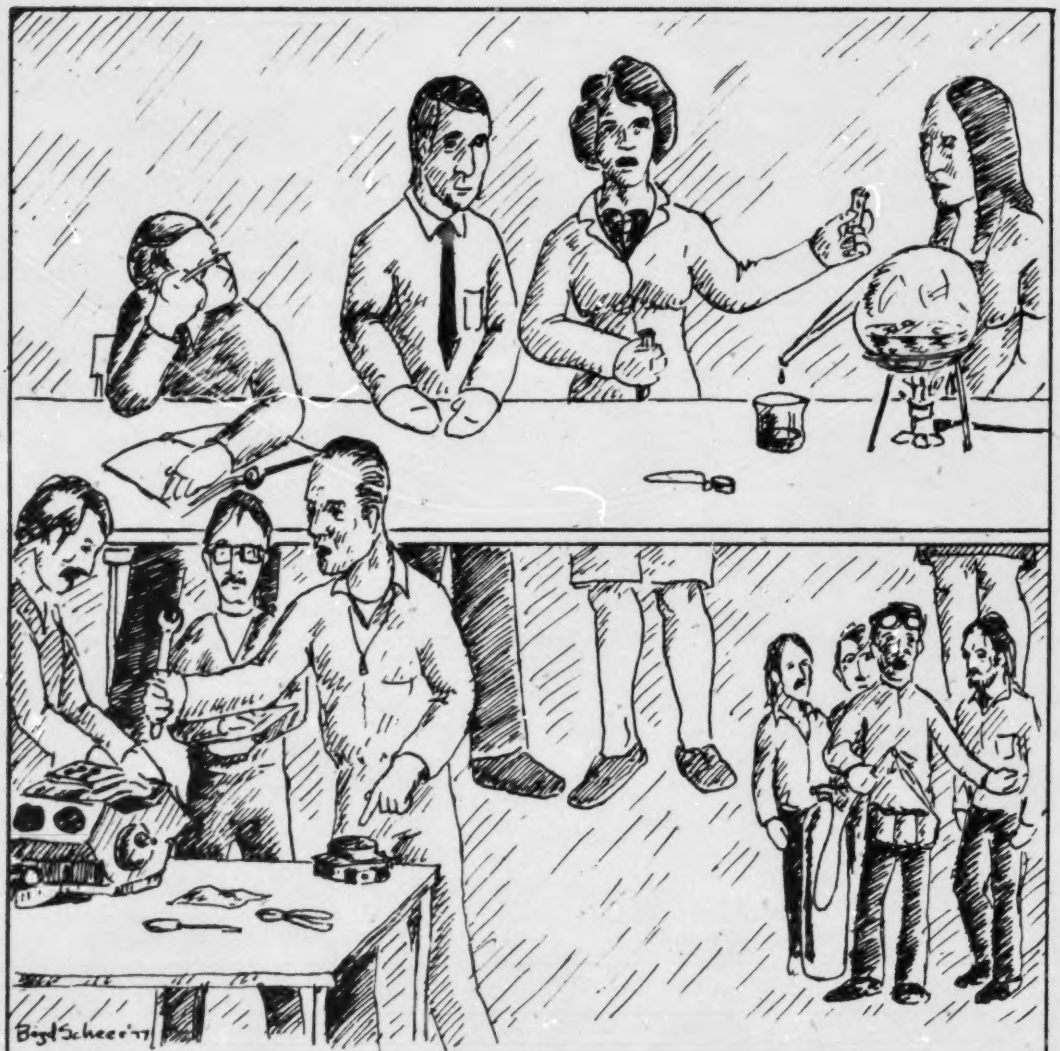
AS A CAREER DEVELOPMENT AGENCY

THIS WE BELIEVE:

That all people have the right and responsibility to be creative and productive members of society throughout their lives and to receive financial and social recognition for their labors. It is our philosophy, therefore, that ACC must be responsive to a rapidly changing employment market; anticipating as well as reacting to changing manpower needs; that all individuals should have equal and life-long opportunity to receive job training in the areas of their needs and wants, whether for basic job entry skills or for part-time or interim employment or for up-grading skills or for long term career development; that we share a responsibility with industry to coordinate programs with job opportunities and thus make a major contribution to the economic growth and health of the community.

We believe the community has the right to expect ACC to assume a leadership role in providing industry with skilled, employable people by fulfilling job training needs. To accomplish this in the best interests of both individuals and community, there must be a high level of cooperation between the college and public and private agencies, so that we can fulfill this role without unnecessary duplication of facilities, personnel and expense, or by creating an undue burden on the financial resources of the community or state.

We further believe that making job and career training available is in and of itself not enough. The college must provide the personal services to the individual which will help that person reach wise decisions about career or job choices, special services such as child care or financial aid which will enable individuals to engage in the educational program, and job placement services which will help them apply their skills to both full and part-time employment opportunities.



SKILLED PEOPLE
TEACHING OTHERS

GOALS

Because there is currently no comprehensive analysis of the job market and its potentials which is suitable for planning the career and job training programs for Alaskans,

- ACC will develop a cooperative data gathering and analysis program in conjunction with other local and state agencies to assess employment demands, trends, and technological changes so that they can be used in continuous updating of the career and job training programs, both in reaction and in anticipation of job market demands.

Because few people understand the career options open to them and the implications of their career choices,

- ACC will provide extensive career counseling and guidance services with particular emphasis on those seeking entry or re-entry into the job market.

Because many people are poorly prepared to pursue a career program because of limited learning skills,

- ACC will provide the basic educational skills necessary for individuals to succeed in the program of their choice.

Because the residents of this area must adjust their learning patterns to the job markets, climatic conditions, and personal needs and capabilities,

- ACC will provide delivery systems and schedules that respond to individual skills, desires, and lifestyles.

Because of the patterns of self-reliance evidenced by Alaskans,

- ACC will provide training in the basic skills necessary for individuals, families, and small communities to become more self-reliant.

Because ACC serves the entire spectrum of the job market from those wishing to enter it to those who wish to change their places in it,

- ACC will provide training in entry level, job upgrading, and job mobility skills with particular emphasis on flexibility in dealing with a changing job market.

GOALS CONT'D

Because the changing technology demands that teachers in career fields be current with what's happening in the field,

- ACC will draw on the practitioners in the world of work as a major teaching resource and in addition will create the mechanisms for evaluating and updating the pool of expertise within the college's full-time staff.

Because actual placement on the job, whether full or part-time, is critical to a student's success,

- ACC will identify and maintain a list of current job opportunities and provide a placement service which can bring students and prospective employers into contact.

Because the effectiveness of career and job training is directly related to cooperation between the training institution and the employees,

- ACC will develop a mechanism which maintains close cooperation between these agencies with the result that visibility for the college programs is heightened, program upgrading is facilitated, on-the-job training is expanded, and overall program evaluation is strengthened.

AS A PARTNER IN EDUCATION

THIS WE BELIEVE:

That as the community has provided a great many agencies to respond to its educational needs -- public schools, private schools, on-the-job training, the university, the community college -- Anchorage Community College must operate in partnership with these other agencies to insure that duplication of services is minimized while both community and individual needs are met.

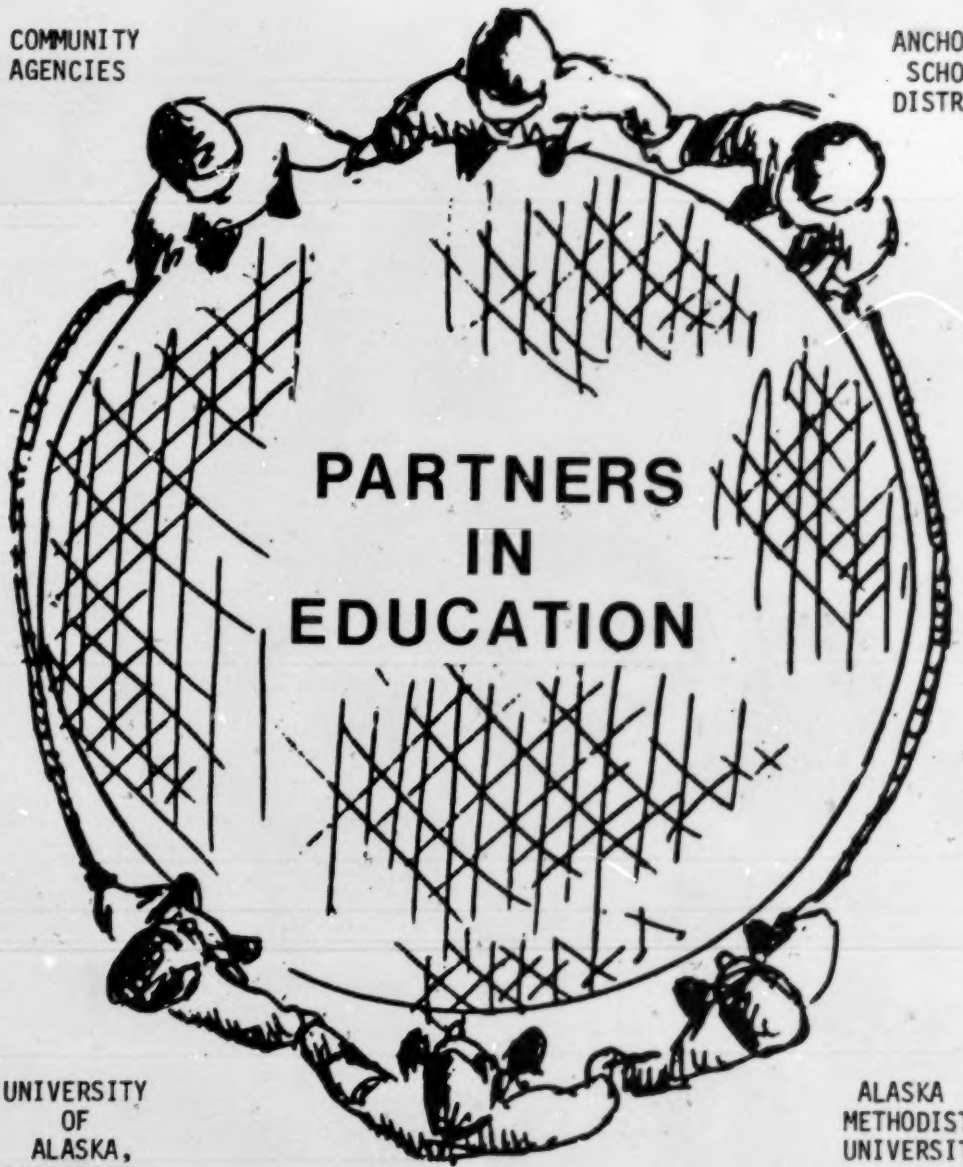
We believe that ACC is a full partner in this educational endeavor with special responsibilities for initiating cooperation and the sharing of staff and facilities because its charge as a community college makes it responsive to needs in every educational arena. Being a partner with other community educational efforts implies an active sharing on the part of ACC and other agencies of the community of physical and human resources to promote mutual and efficient benefits to the public.

Anchorage Community College should invite and encourage continuous input from individuals, groups and institutions so that in a cooperative arrangement with other agencies it can serve as a facilitator for coordination with other educational efforts. Through this cooperative effort it could also help provide a clearing house for information regarding the educational and developmental opportunities available throughout the community.

COMMUNITY SCHOOLS

COMMUNITY AGENCIES

ANCHORAGE SCHOOL DISTRICT



UNIVERSITY OF ALASKA, ANCHORAGE

ALASKA METHODIST UNIVERSITY

ANCHORAGE COMMUNITY COLLEGE

GOALS

Because no useful inventory exists of the scope of educational offerings available through various agencies of the community,

- ACC will develop and maintain in cooperation with other educational agencies a comprehensive and current inventory of local educational services and resources.

Because all agencies need such information if the highest and best use of resources is to be made,

- ACC will establish in cooperation with other educational agencies a centralized information clearing house within the ACC student or community services structure.

Because such information must be available to both the public and community agencies,

- ACC will make its own offerings as well as those of cooperating agencies highly visible through the use of media, forums, service directions, calendars and schedules, etc.

Because partnership implies working together,

- ACC will establish an inter-agency mechanism which can develop the strategies to accomplish mutually agreed upon objectives.

Because there is a need to identify physical and human resources in the community which could be shared,

- ACC will develop an inventory of local facilities and persons with capabilities and skills which can be shared and will promote their sharing.

Because funding among agencies is a difficult and complex task,

- ACC will actively search out methods and mechanisms for common funding with other agencies to meet both physical and human resource needs.

AS A COMMUNITY MEMBER

THIS WE BELIEVE:

Because ACC exists within a democracy and is supported by and for the people, it has the responsibility to be an integral, contributing member of the community-at-large.

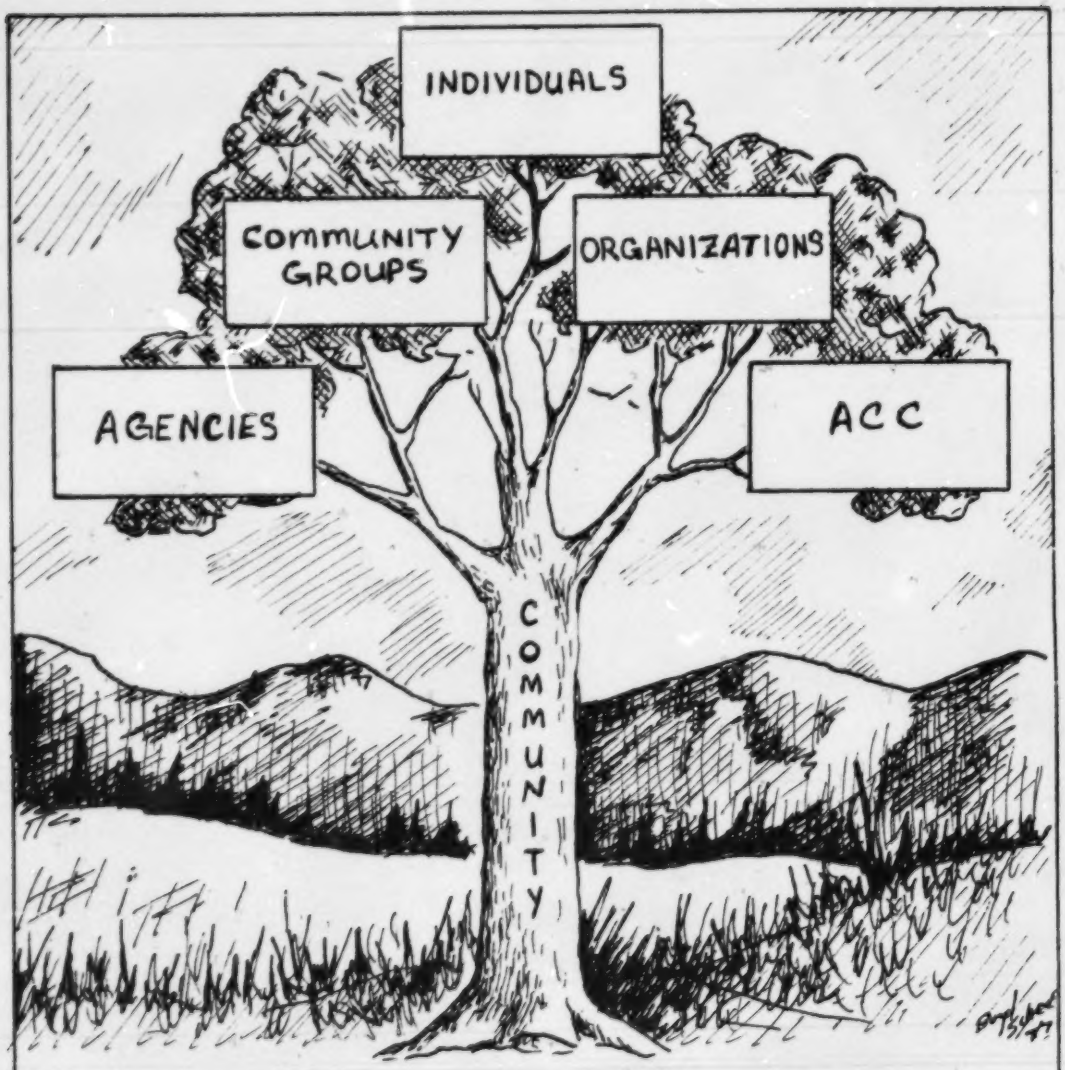
ACC must fully and effectively cooperate with and be responsive to community groups, organizations, agencies and individuals in order to help the residents of the community meet their collective goals as a community.

As a responsible member of the community, ACC must identify needs, establish goals and priorities, and deliver a variety of quality programs that contribute but are not limited to the following community needs:

Education	Health and Social Services
Culture	Leisure
Economics	Ethnic Integrity
Business	Quality of Life
Politics	

ACC must be accountable to the community for the effective and efficient use of the resources allocated to its programs and services.

ACC must further be accountable to the community for the quality of program offerings and the level of competency gained by the individuals successfully completing the programs.



A COMMUNITY MEMBER

GOALS

Because we need to identify the components of the community we are accountable for serving as a responsible member of this community,

- ACC will establish and maintain accurate and complete demographic, social, economic and political data on the whole community.

Because the needs of the various components of the community change and must be met in new and different sorts of ways,

- ACC will maintain a continuous needs assessment of each component it is the college's primary responsibility to serve.

Because we need to discover how the various components of the community need to be served,

- ACC will establish a flexible delivery system of creative, responsive, quality community service programs, in collaboration with other agencies, resources and organizations.

Because to successfully implement programs requires the establishment of priorities and the allocation of resources,

- ACC will seek not only financial but all other support necessary for needed programs and will creatively and accountably administer programs on a priority basis.

Because the college cannot effectively offer the kind of services the community needs unless the community recognizes that the agency exists to meet those needs,

- ACC will undertake a program to establish a clear widespread identity for the college as a visible and readily accessible community service agency, available to all components of the community.

AS A SOCIAL CENTER

THIS WE BELIEVE:

That learning takes place in a variety of settings and that Anchorage Community College is a natural focal point for community activities, offering educational, counseling, and social services for groups on and off campus. The community college educational environment is a social center in its most creative sense, and we believe that it is impossible to separate the social from the educational. Each inevitably affects the other.

ACC must provide both on-campus and outreach programs, for the benefit of three categories of people: full-time students whose social life may center around the college; part-time students whose lives are centered off-campus but who can benefit from supplemental activities offered on-campus; and persons from the community who are not necessarily students but for whom ACC can provide a useful social as well as educational service.

ACC should strive to facilitate interaction between people and for interaction between groups. Delivery systems should be oriented toward the client's point of view. Recognizing that formal classroom experiences are also socializing experiences; we should also utilize the fact that other group meetings often lead to learning through the solution of common problems and that meetings among diverse people lead to social learning through exposure to the strengths, culture and background of each individual in the group.

We believe that high visibility is necessary if ACC is to provide its services to the community. People must know that the college is available to them, if they are to use it.

We believe that the campus and other college facilities must be open, friendly environments that are easily accessible both physically and psychologically to those who want to use them.

Further we believe in the importance of the family. We believe that the college must plan programs to allow parents of small children to participate fully in the college's community services, so that not only are the parents benefited but the children find schools interesting and natural places to be -- the beginning of life-long learning.

AS A SOCIAL CENTER CONT'D

Finally, we believe that ACC in not alone in these responsibilities, that it must coordinate with existing community and educational organizations. The college should make itself available to these organizations in whatever capacity seems best to service the needs of the people or groups concerned.

SOCIAL CENTER
INFORMATION CENTER
SERVICE TO THE COMMUNITY
ANCHORAGE COMMUNITY COLLEGE

GOALS

Because ACC needs to establish a clear identity in the community to which it belongs so that it may improve its services to the people in that community in both studies and social activities,

- ACC will provide leadership in researching needs, identifying trends and presenting programs to the community for acceptance and implementation.

Because there is a need to establish throughout the community, including the college family, the vision of ACC as a social center and community services agency,

- ACC will strive to maximize use of human resources and facilities both on and off campus, and then through coordination, cooperation and research, share both the vision and the availability of services with the community.

Because the residents of the community need to know what services are offered by ACC and where facilities are located,

- ACC will establish information systems and/or centers on campus and elsewhere so that people can get answers to their questions about services available.

Because ACC should be accessible to the community, the campus itself should be convenient for all to use. Therefore,

- ACC will develop a system of directories, prominently displayed, indicating the location of each building and of access routes. Each building will be marked and have its own building directory both for the blind and the sighted.

Because ACC does not do an effective job of communicating to the people in Anchorage the services which are available at the college,

- ACC will communicate programs and services to potential students and clients through a continuous campaign of public relations. People in the community will be made aware of the college programs, services, and facilities available, and of the people (faculty, staff, students and administration) who make up the college.

Because ACC needs to change the image of being self-serving and self-centered,

- ACC will establish a continuing program of reaching out to assess community needs. The college will make a positive effort to get ACC people into the community on a regular basis and create a self-image of ACC as an institution which is giving to the community.

GOALS CONT'D

Because ACC has an ineffective and limited outreach program,

- ACC will allocate a specific portion of its resources to non-campus activities. These activities will include an assessment of the needs of the community, the best location for programs designed to fulfill those needs, and followup to see that the delivery system is effective in satisfying the needs.

Because we need to assist other agencies in performing their function,

- ACC will provide a brokerage or clearinghouse function for some groups in the community so that the full potential of such groups for community education and service could be realized through ACC participation.

Because we need to open ACC's facilities for extended use by the community,

- ACC will publicize the facilities available and strive to provide them to non-profit groups at no cost or at low cost.

Because we need to develop and use our human resources more effectively,

- ACC will provide for continuous community involvement in the planning process to maximize the usefulness of ACC to the community.

Because we have too few free seminars, concerts, movies, and other non-credit activities directed towards the community,

- ACC will provide for the entertainment and cultural needs of the community to whatever extent is feasible.

Because families with children face special handicaps in participating in college sponsored activities,

- ACC will provide supportive services for clients with children.

AS A CULTURAL CENTER

THIS WE BELIEVE:

Culture is the sum total of a people. Culture is made up of many diverse elements and the expression of those elements is critical to adding life to the years of each member of the community.

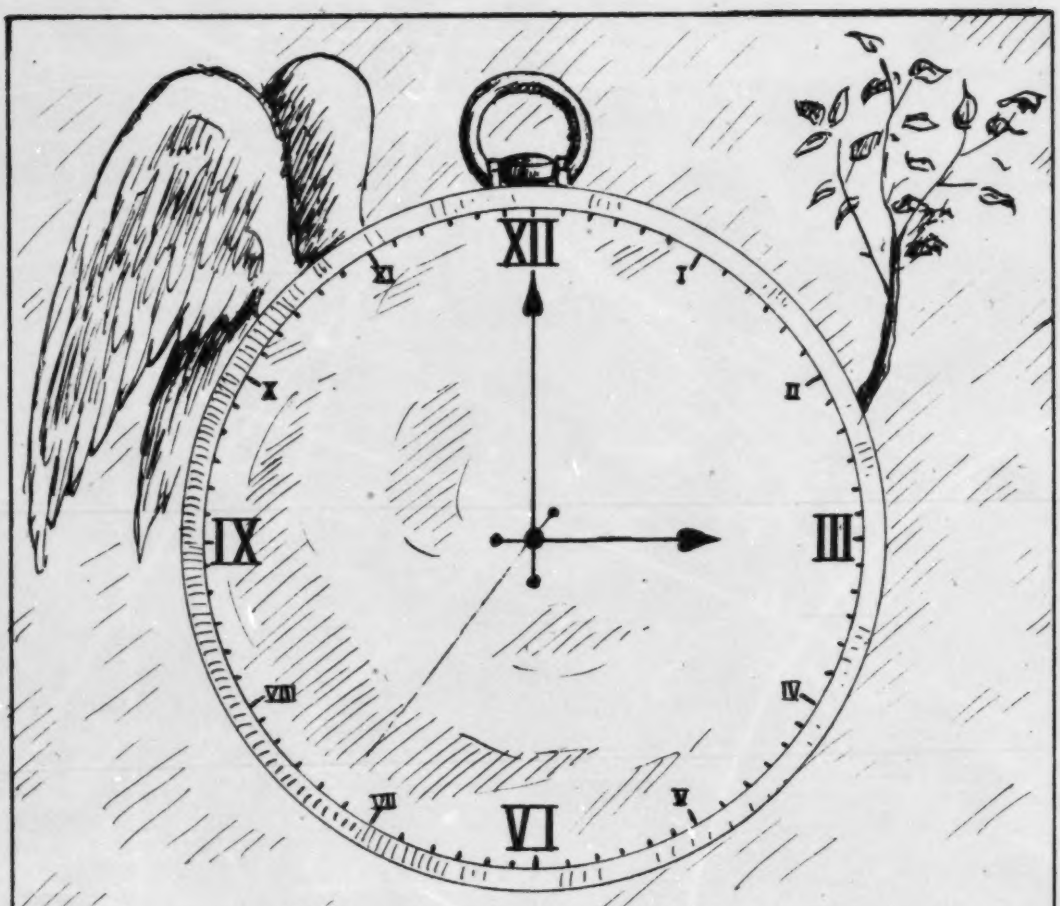
It is a fundamental role of Anchorage Community College to promote the appreciation of those forms of self-expression which are unique to individuals, or groups of individuals, in an atmosphere of sharing and caring.

Inherent in this belief is the premise that the understanding and appreciation of diverse cultures is a life-long process geared to bringing people together in many and varied situations and places.

It is recognized that the forms of self-expression used by different cultures are not limited by age, race, creed, heritage, handicap, or sex and that the range of self-expression includes but is not limited to the visual arts, performing arts, the written word, and religions or philosophical beliefs.

Further, it is recognized that an atmosphere of caring and sharing is not limited to conventional classroom arrangements, but includes outreach efforts to the isolated or confined members of the community and may utilize varied delivery systems, such as the electronic media, telecommunications, and on-site visits.

Anchorage Community College is committed to facilitating the expression as well as the understanding and appreciation of the cultural differences in the community.



ADDING LIFE TO YEARS

GOALS

Because there is a paucity of information as to just what cultural resources are available to Anchorage,

- ACC will serve as a clearinghouse for the community to research and identify the cultural resources in the community.

Because there is a lack of accessibility for cultural experience,

- ACC will take the leadership role in bringing varied cultural experiences to target groups.

Because there is lack of incentive for emotional, intellectual and aesthetic development,

- ACC will provide ways to help individuals and groups recognize and understand their own need for beauty and to help them find ways to fullfill that need.

Because there is a lack of awareness of the need to appreciate growing old,

- ACC will greatly expand orientation and education programs which will prepare the community for substantial increases in its senior citizen population.

Because there is a lack of pride, interest and involvement in the quality of the physical community,

- ACC will

  -- facilitate community oriented involvement with municipal parks and recreation and state division of parks

  -- establish a welcoming agency

  -- hold symposiums for use and maintenance of parks

  -- identify and research new and innovative ways other communities and community neighborhoods involve people in art, recreational and cultural projects and share the results of this research with the whole Anchorage community.

GOALS CONT'D

Because many residents are not satisfied with their existing life-styles and feel the need for personal outlet and self-fulfillment activities not necessarily related to earning money,

- ACC will assess the need for and develop personal enrichment opportunities and programs for non-job related goal satisfaction.

AS AN ECONOMIC AGENCY

THIS WE BELIEVE:

That ACC, by providing opportunities for personal enrichment and professional growth and development, supports the economic growth and livelihood of the Anchorage community in the following ways:

1. contributing to personal satisfaction and contentment in Alaska lifestyle, the result of which is to remain in Alaska, raise families and, as a result, contribute financial and manpower resources.

2. contributing to the pool of semi-skilled, skilled, and professional work force which:

   - improve resource management in business and industry.

   - provide for professional development, skill upgrading, higher salaries, thus generating more tax dollars and greater consumer spending, which in turn, supports additional jobs and more tax dollars. Experience shows that a dollar turns over several times in the community.

3. contributing a more cost efficient source of skill/profesional training than the current alternative of seeking help outside. (This saves recruitment, moving, and other expenses -- a turnover of nonrenewable resources).

4. contributing to the phenomena in which persons are changing lifestyles which

   - result in diminished potential criminal and aberrant behavior.

   - facilitate adjustments by groups with special needs as

     - women re-entering the job market.

     - natives with cultural differences.

     - handicapped with barriers to overcome.

AS AN ECONOMIC AGENCY CONT'D

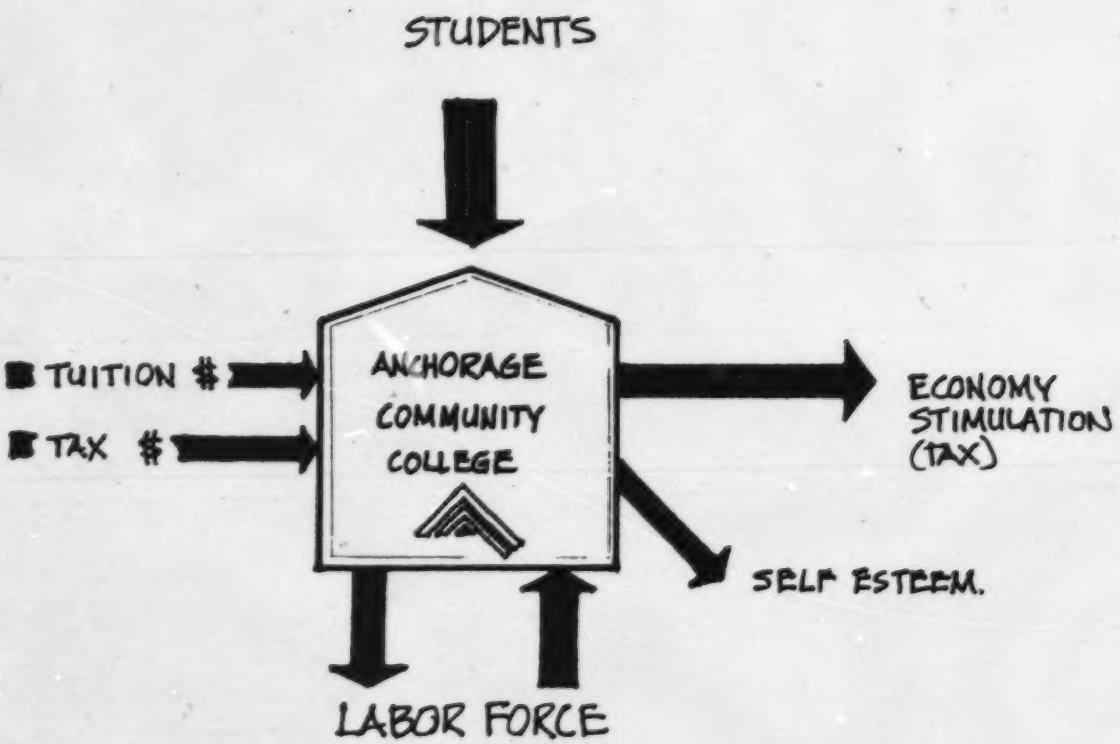
so they can develop feelings of self-fulfillment and contribute a valuable economic resource to the community.

5. contributing to the community an industry which employs a significant number of people which results in tax and economic contribution.

6. contributing to the development of a wide range of economic lifestyles and different perspectives on the place of work in the life of an individual and the community, (e.g. volunteerism, seasonal work as a way of life, work as other than a first priority) and the impact on total lifestyle.

ANCHORAGE COMMUNITY COLLEGE

As An Economic Agency



GOALS

Because a pool of skilled, well-trained work force in the Anchorage community is insufficient and in some business/industry/government sectors nonexistent, higher costs to the consumer and user result due to

-- ineffective, costly use of resources .

-- expensive recruitment of skilled workers from outside.

-- the need to send personnel away from the area for needed training.

-- unmet training needs which result in loss of career and/or salary advances which could influence consumer spending and create a broader tax base,

- ACC will develop an inventory of needed skills not currently provided for in the community; and should develop a delivery model which will demonstrate potential dollar savings to business, industry, government, and other ACC clients as a result of using the college as a training and professional development center.

Because there currently is no analysis of potential labor market characteristics or future forecasting of training and education needs in relation to labor market trends (new industries and growth of existing industries e.g. fisheries, timber, mining, oil-related, etc.),

- ACC will conduct analyses of future needed industries and industrial growth trends in order to provide training and educational information as input into the long range educational planning process; and will implement a long range educational planning process which includes alternative future forecasting in relation to matching projected manpower needs with future industrial, business, government, manpower, and service demands.

Because there is a need for cost-efficient skill and professional training,

- ACC will create a community controlled labor-management center to

  -- assess (R & D) the present Anchorage economic picture

  -- identify and develop courses and programs that meet needs of identified growth areas

  -- develop alternatives to traditional work ethics goals

  -- provide educational "circuit riders" that move instruction job training to the community and off the campus (e.g. to fire stations, hospitals, jails, airports, supermarkets, military bases, and other such sites).

GOALS CONT'D

Because individuals who struggle with changing career trends often become a burden to society,

- ACC will develop a program of information and service concerned with changing work trends and labor force.

Because as an individual goes through a retraining process there is often a questioning of self-worth and self-fulfillment.

- ACC will implement a program to emphasize the dignity of work and explore the work and non-work roles of individuals as they adjust to the changing trends of the labor force.

Because special groups such as senior citizens, natives, other ethnic minorities, and handicapped individuals need programs and sources of information dealing with their participation in the economic community and contribution to society,

- ACC will develop programs to serve special interest groups to
  - -- introduce them to ACC programs
  - -- place them in the work force
  - -- orient them concerning their value in the economic development of the community.

Because groups and individuals need information on the role and worth of lifestyle as it affects the contribution of an individual to the economic community,

- ACC will develop and make available a base of information that will orient persons to lifestyles and their implications and contribution to the community.

Because it is the responsibility of all employers in the community to provide a wide range of experiences and opportunities for individual advancement for their employees

- ACC, as one of the major employers in the Greater Anchorage Area, will initiate a labor-management plan whereby its present and future employees will have the opportunity for career advancement, skills upgrading, mobility within the system and fulfillment of special needs.